

Jack Woollams

Technology Governance and Reporting Lead | KPI Governance | Reporting Assurance | Executive Decision Support

Target Roles: Technology Governance Lead | Data and Reporting Lead | Performance Governance | Reporting Assurance

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PROFILE

Technology governance and performance reporting lead with strong experience building KPI frameworks, reporting controls, executive insights, and assurance processes across complex, high scrutiny environments. Experienced leading analysts, setting reporting priorities, reviewing outputs, managing reporting risk, and improving reporting maturity through standardisation, documentation, automation, and governance uplift. Proven ability to translate strategic and operational objectives into measurable outcomes, reporting packs, decision ready insights, and sustainable processes for senior leaders. Ready to step into data, reporting, and governance leadership roles where accuracy, accountability, stakeholder confidence, and continuous improvement are critical.

Technical Environment & Platforms

Governance and Reporting: KPI Frameworks Reporting Assurance Executive Reporting Reporting Packs	Data and Analytics: SAS EG/VA SQL Power BI Python (Pandas / NumPy) Snowflake
Delivery and Documentation: Confluence Jira Git / Bitbucket Bamboo CI/CD Workflows	Controls and Data Sources: Validation Controls Reconciliations AWS Connect CTR Salesforce / CRM WFM Platforms

CORE COMPETENCIES

Governance Leadership: Reporting standards, accountability, decision support.	Performance Frameworks: KPI design, metric definitions, outcome tracking.	Reporting Assurance: Validation, reconciliations, audit ready outputs.
Executive Reporting: Risks, issues, trends, and recommendations.	Team Leadership: Prioritisation, output review, coaching, standards.	Governance Uplift: Simplification, standardisation, maturity improvement.
Stakeholder Influence: Senior, technical, and business engagement.	Documentation: Source of truth, process guides, control points.	Continuous Improvement: Automation, efficiency, sustainable change.

SELECTED PROJECTS

Voice of the Client - Contact Journey and Service Friction Review Directed end to end design and delivery of a strategic Voice of the Client review for a 2,500+ person division, coordinating 10 analysts to assess 2,200 sampled contacts and identify systemic friction, service risks, avoidable contacts, and improvement priorities.	PACE Productivity Impact Measurement Designed the logic used to assess PACE/Salesforce productivity impacts across approximately 2,200 staff, giving senior leaders a defensible view of performance change before, during, and after transition.
Email Inflow and Outflow Measurement Uplift Replaced an unreliable email demand reporting process with a validated, documented, and repeatable methodology used across operational, executive, CEO level, and Minister level reporting.	KPI Governance and Reporting Assurance Framework Strengthened KPI definitions, validation rules, reconciliation controls, reporting standards, and documentation to support zero error high scrutiny leadership reporting.

SELECTED PROJECT DETAIL

Voice of the Client - Strategic Contact Journey Review

Directed end to end design and delivery of a strategic Voice of the Client review for a 2,500+ person division, linked to the 2025-2027 improvement plan. Created a reliable baseline of client contact drivers and service friction where no trusted baseline previously existed. Coordinated 10 analysts to manually assess 1,100 phone calls and 1,100 emails against a purpose built metric framework covering enquiry type, process failure, repeat contact, escalation reason, channel reason, avoidable contact, sentiment, resolution status, friction points, and additional contact journey factors. Designed representative sampling logic to avoid under representing smaller volume queues, built analyst review forms, Power Automate and Power Query processing, Confluence documentation, project logs, quality checks, alignment reviews, reporting packs, dashboards, and visualisations. Integrated manually assessed data with Snowflake contact samples, Salesforce/PACE data, and SAS EG outputs to generate insights for SES1, SES2, Director level, and stakeholder owner audiences. Findings supported process review, targeted improvement work, communication uplift, knowledge article updates, service delivery prioritisation, and stronger leadership visibility over systemic issues.

PACE Productivity Impact Measurement

Designed and implemented the methodology used to assess PACE/Salesforce productivity impacts over time across approximately 2,200 staff, giving senior leaders a defensible view of performance change before, during, and after transition. Built trusted logic where no clear baseline previously existed, addressing inconsistent interpretation of productivity, unclear inbound and processed volume, and limited visibility of productivity impacts across staff, teams, channels, and work types. Assessed contacts handled, cases actioned, time to resolve, average handling time, wrap and after contact work, queue movement, staff and team productivity, case ageing, backlog, rework, quality, and broader service delivery indicators. Applied controls for demand changes, staffing/FTE, work type, channel, seasonality, outliers, training and ramp up periods, and team/cohort comparison. Validated outputs against other reporting sources and delivered dashboards, reporting packs, methodology documentation, executive briefings, and weekly monitoring. The outputs supported CEO level visibility, forecasting, workforce planning, staff management, performance management, organisational prioritisation, and targeted improvement focus for the PACE change team.

Email Inflow and Outflow Measurement Methodology

Established a new email inflow and outflow measurement methodology from a significantly unreliable reporting position, replacing a process known for considerable errors and limited meaningful data. Led discovery, build, validation, documentation, rollout, stakeholder explanation, and ongoing maintenance across Salesforce/PACE, SAS EG, SAS VA, SQL, and supporting reporting tools. Defined inflow, outflow, open and closed status, agent and team ownership, queue movement, exclusions, duplicates, reopened items, time windows, and case type logic. Validated the methodology through reconciliations, manual checks, comparison to existing reports, stakeholder sign off, and exception reporting. The methodology is now used frequently across internal reporting, from operations through to CEO and Minister level outputs, and materially improved forecasting accuracy, workforce planning, service performance visibility, and leadership confidence.

KPI Governance and Reporting Assurance Framework

Led development and maintenance of KPI governance and reporting assurance controls across high scrutiny service performance reporting. Standardised metric definitions, business rules, validation rules, reconciliations, exception checks, change controls, sign off processes, output

review, escalation pathways, and Confluence source of truth documentation across service level, answer rate, occupancy, abandonment, email backlog, inflow/outflow, forecast accuracy, agent productivity, and related performance measures. Improved audit readiness, reduced reporting risk, strengthened stakeholder confidence, accelerated review processes, and supported zero reporting errors across high scrutiny executive and ministerial reporting outputs.

Executive, CEO, Ministerial, and Senate Estimates Reporting Assurance

Built, validated, reviewed, and assured high scrutiny reporting outputs used for Senate Estimates, CEO level reporting, quarterly Minister reporting, ANAO requests, formal briefings, external scrutiny, and urgent senior executive requests. Managed QA through reconciliations, validation rules, exception checks, peer review, sign off, version control, methodology explanation, and documentation across SAS EG, SAS VA, Salesforce/PACE, Snowflake, Excel, and related reporting sources. Delivered defensible reporting outputs with zero reporting errors, faster turnaround, stronger executive visibility, and high confidence in answers provided to senior decision makers.

Confluence Reporting Source of Truth Uplift

Led and maintained Confluence as the reporting source of truth from 2025 onward, reducing key person risk and improving consistency across reporting delivery. Documented KPI definitions, methodologies, business rules, process steps, QA checks, escalation paths, data sources, known issues, ownership, reporting guidance, templates, golden cases, change logs, and project logs for analysts, EL1s, EL2s, and Directors. Improved onboarding speed, reporting consistency, governance maturity, auditability, review confidence, and sustainable delivery across BAU and project reporting.

GOVERNANCE, ASSURANCE, AND DECISION SUPPORT EVIDENCE

- Prepared and presented reporting packs, performance insights, and risk narratives for SLT, governance forums, operational leadership, EL1/EL2 meetings, SES briefings, forecasting forums, and performance meetings.
- Supported leadership decisions across prioritisation, escalation, staffing, service improvement, risk response, project focus, forecasting, and performance management.
- Defined reporting escalation rules and ownership expectations for data quality issues, metric changes, late data, inconsistent results, stakeholder disputes, and methodology changes.
- Created and maintained governance artefacts including metric dictionaries, methodology guides, analyst instructions, QA checklists, validation processes, reporting calendars, dashboard guides, escalation guides, change logs, project logs, templates, golden cases, and Confluence source of truth pages.
- Embedded QA, validation, reconciliation, peer review, version control, documentation, and standardised reporting practices to protect trust in outputs used for Senate Estimates, CEO reporting, Ministerial reporting, ANAO requests, formal briefings, and external scrutiny.
- Designed PACE/Salesforce productivity impact logic that helped leaders understand productivity change, recovery trends, team support needs, forecasting impacts, performance interpretation, and where the PACE change team needed to focus improvement effort.

EXPERIENCE

APS6 - NCC Performance Reporting Analyst - National Disability Insurance Agency (NDIA)

Jul 2023 - Present

QLD, Australia

Lead performance reporting and analytics for the National Contact Centre, delivering KPI governance, reporting assurance, executive ready insights, strategic contact analysis, productivity measurement, and reporting maturity uplift across a high scrutiny national service environment.

Leadership and Governance

- Repeatedly backfilled EL1 responsibilities for approximately 8 weeks formally, with additional informal acting periods, leading 4 senior analysts, setting priorities, reviewing outputs, managing reporting risk, handling escalations, and maintaining delivery standards across BAU and project reporting.
- Led staff onboarding, coaching, analyst capability uplift, output review, and ongoing development of continuous improvement initiatives.
- Prepared and presented reporting packs, performance narratives, risk insights, and recommendations for SLT, operational leadership, EL1/EL2 meetings, SES briefings, forecasting forums, and performance meetings.
- Supported leadership decisions across prioritisation, escalation, staffing, service improvement, risk response, project focus, forecasting, and performance management.
- Defined reporting issue escalation rules and ownership expectations for data quality issues, metric changes, late data, inconsistent results, stakeholder disputes, and methodology changes.
- Acted as a senior escalation point for complex reporting issues, balancing data quality, operational urgency, stakeholder expectations, and high scrutiny reporting requirements.
- Supported EL1s, EL2s, Directors, operational leaders, and senior stakeholders through reliable reporting, clear advice, and defensible analysis.

Reporting, Assurance, and Analytics

- Owned KPI governance and reporting assurance across multiple service channels, defining metric logic, validation controls, reporting standards, and escalation processes.
- Managed end to end SAS and SQL reporting pipelines across multi million record datasets, ensuring reliable, scalable, and audit ready outputs.
- Built and maintained reporting methodologies across Salesforce/PACE, SAS EG, SAS VA, Snowflake, Excel, Power Query, Power Automate, and Confluence.
- Created and maintained metric dictionaries, methodology guides, analyst instructions, QA checklists, validation processes, reporting calendars, dashboard guides, escalation guides, change logs, project logs, templates, golden cases, and Confluence source of truth pages.
- Embedded QA, validation, reconciliation, peer review, version control, documentation, and standardised reporting controls to protect trust in high scrutiny reporting outputs.
- Maintained Confluence as the reporting source of truth, documenting KPI definitions, methodologies, process steps, QA checks, data sources, known issues, ownership, and reporting guidance.
- Drove reporting maturity uplift through standardised documentation, automated controls, reconciliation frameworks, clearer reporting ownership, and improved delivery discipline across high scrutiny outputs.

Key Achievements

- Delivered the Voice of the Client review as a strategic divisional deliverable, coordinating 10 analysts to assess 1,100 phone calls and 1,100 emails and generate SES level insights into contact drivers, service friction, avoidable contacts, and improvement priorities.
- Designed and implemented PACE productivity impact logic across approximately 2,200 staff, giving senior leaders a defensible view of productivity changes before, during, and after transition.
- Established a validated email inflow and outflow methodology, replacing unreliable reporting and materially improving forecasting, workforce planning, and service performance visibility.
- Automated manual data collection, processing, and publishing workflows, saving more than 30 hours per week personally while improving timeliness, consistency, transparency, and governance control.
- Delivered zero reporting errors across Senate Estimates, CEO level, quarterly Minister reporting, ANAO requests, formal briefings, externally scrutinised outputs, and urgent senior executive requests through disciplined validation, reconciliation, exception handling, and output review.
- Supported Senate Estimates, CEO reporting, Ministerial reporting, ANAO requests, formal briefings, and externally scrutinised outputs with defensible reporting, clear methodology, and disciplined assurance controls.
- Improved reporting maturity through standardised documentation, validation rules, reconciliation frameworks, Confluence guidance, and clearer reporting ownership.

Co-Founder & CFO - Watson & Woollams Capital Partners

Aug 2024 - Present

United States (Remote)

Direct financial reporting, governance, performance review, and decision support across a multi entity portfolio, establishing reporting standards and oversight rhythms that guide resource allocation, growth priorities, and executive decision making.

Governance and Reporting

- Directed multi entity reporting across profitability, cash flow, operational performance, and portfolio priorities to support executive decision making and resource allocation.
- Established reporting frameworks and governance controls to assess investment options, growth plans, and capital allocation decisions.
- Standardised performance definitions, reporting cadence, review processes, and control points across entities to improve consistency and decision quality.
- Oversaw automation and process improvements that reduced manual handling and improved consistency, transparency, and reliability across financial reporting workflows.

Achievements

- Standardised multi entity reporting, strengthening oversight and improving the quality and consistency of executive decision making across the portfolio.
- Reduced manual reporting effort and rework by approximately 40% through automation, clearer reporting ownership, and stronger governance controls.
- Provided structured financial and operational insights to support investment decisions, growth strategy, and capital allocation across the portfolio.

Senior Workforce Reporting Analyst - Probe CX

Jul 2022 - Jul 2023

Australia

Delivered workforce, SLA, telephony, payroll, billing, and campaign reporting across CBA Bank contact centre operations supporting 600+ staff across collections and first point of contact triage.

Responsibilities

- Produced SLA, occupancy, shrinkage, staffing, forecasting, payroll, billing, quality, staff performance, and operational reporting using Power BI, SQL, Excel, WFM, and telephony datasets.
- Built dashboards and recurring reporting that strengthened oversight of service levels, staffing pressure, campaign performance, and SLA risk.
- Performed payroll and billing validation through reconciliations, exception analysis, and data quality checks.
- Supported operational leaders with timely insights to guide staffing decisions, SLA recovery actions, performance management, and campaign leadership decisions.

Achievements

- Improved reporting speed, SLA visibility, payroll and billing confidence, and operational decision making through clearer reporting structures and stronger validation controls.
- Strengthened payroll, billing, and SLA oversight through enhanced validation and reconciliation controls.
- Improved visibility of staffing pressure, SLA risk, and service drivers through clearer, more structured workforce and performance reporting.

Executive Manager - Watson Carriers

Dec 2022 - Jan 2024

United States (Remote)

Led operational, financial, and client facing functions across a multi state logistics business, improving performance visibility, workflow discipline, reporting structure, and service reliability.

Responsibilities

- Oversaw operational performance, client coordination, reporting, and workflow design across a multi state logistics environment.
- Introduced reporting and dashboarding to improve visibility across dispatch, compliance, turnaround times, service delivery, and financial performance.
- Redesigned processes and controls to improve service reliability, reduce coordination friction, and support operational execution.
- Managed key client relationships, clarified performance expectations, and supported service commitments through structured analysis and communication.

Achievements

- Improved turnaround consistency and operational visibility through reporting improvements and workflow redesign.
- Increased service reliability and coordination across dispatch, compliance, and customer facing teams through clearer metrics and controls.
- Strengthened client confidence through more structured communication, performance visibility, and operational follow through.

EARLIER ROLES

- Collections Manager / Customer Solutions Specialist - Probe CX (2020 - 2022): Led a team of 38 across frontline collections and customer solutions, coaching staff against performance, quality, compliance, contact rate, collections, and customer outcome metrics. Managed coaching, performance, quality, client outcomes, escalations, reporting, and service delivery standards. Used operational data to identify performance gaps, guide coaching, and improve staff outcomes. Supported contract performance by helping the team consistently meet SLA and performance targets, with collection rates exceeding internal benchmarks.
- Team Leader - COVID Health Operations - Serco (2021): Supervised a team of 25 in a high volume public health environment with rapidly changing requirements and high operational pressure. Managed service quality, staff performance, escalations, service risk, and staff support. Made real time operational decisions to support service continuity and KPI achievement. Provided coaching, issue resolution, and frontline leadership during a high pressure public health response.